

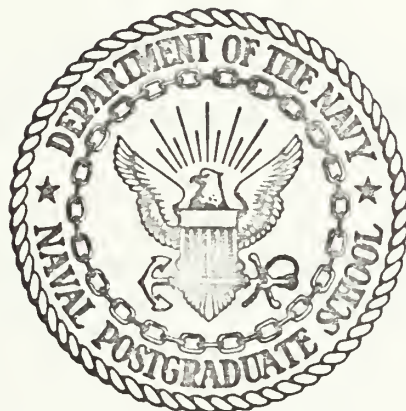
AN ANALYSIS OF THE PHILIPPINE NAVY RESERVE
OFFICER SELECTION PROGRAM

Edwin deVera Mella

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THESIS

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PHILIPPINE NAVY RESERVE OFFICER
SELECTION PROGRAM

by

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An Analysis of the
Philippine Navy Reserve Officer
Selection Program

by

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ABSTRACT

The Philippine Navy officer corps is composed of regular officers and reserve officers on active duty. The selection of regular officers is not under naval control but that of reserve officers is. Recruitment is done by the use of press releases and posters. Applicants who meet the requirements go through a selection procedure which consists of the following steps: application form, initial interview, GCT, IQ test, board interview, physical examination, and clearances from the National Bureau of Investigation and the Naval Intelligence Division. Those who pass all the steps are commissioned in the naval reserve. Each of the steps in the procedure, including recruitment, can be improved but these improvements will not add to the validity of the procedure. The biographical inventory is the most appropriate for PN use from among current selection tools. An inventory can easily be developed for the PN. Sample questions for the inventory are presented.

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I. FOREWORD

"The principal differences in the practice of management of both Philippine and American firms in comparison with the parent firms in the United States lie primarily in the precision, scope, and effectiveness of the techniques. In instances where both the Philippine firms and the American subsidiaries have adopted the techniques, the local firms just have not been as sophisticated or as extensive in their use as the American firms."¹ Thus states Associate Professor Filemon Flores of The American University, U.S.A., in his study of the applicability of American management practices to developing countries. He concludes that American management practices are applicable to the Philippines and are effective if properly applied.

Choosing the Philippines as the venue for the study of the applicability of American management practices to developing countries may not have been very proper. The Philippines was a part of the United States for nearly half a century from 1898 when Spain ceded the islands to the U.S. as a result of the Treaty of Paris that ended the Spanish-American War until the Philippines was granted independence in 1946. During that span of time the Filipinos absorbed a lot of American culture. When the

¹Flores, Filemon, "The Applicability of American Management Practices to Developing Countries: A Case Study of the Philippines," Management International Review, v. 12, p. 83-89, 1972/1, 1. 89.

Philippines gained independence, the new republic had an American type of government, was using the American educational system, and had English as one of its official languages. But even with independence, it was not free from American business. The constitution granted the Americans parity rights. American businessmen operated in the Philippines as any Filipino businessman would.² It is therefore understandable that American business practices are applicable to the Philippines.

Another facet of Philippine management that Prof. Flores brought out is that Philippine businessmen are not as sophisticated as Americans in their use of business techniques. The purpose of this study is to look at the officer-selection procedure of the Philippines Navy in the light of American management practices. This study will be limited to the selection procedure for reserve officers for reasons that will be stated in the body of the thesis. After looking at the selection procedure in the light of current practices, suggestions and recommendations will be made to improve the procedure.

Unfortunately this study can only lay the groundwork for future research -- research which would require more time than was available. It is hoped by the writer, however, that this study can be continued in the Philippines and that it can be of future use to the Philippine Navy.

²Smith, R. A., Philippine Freedom 1946-1958, Columbia University Press, 1958, p. 345.

II. INTRODUCTION

The Republic of the Philippines is a nation of 40,000,000 citizens with a domain that includes some 7,100 islands. These islands with a total area of approximately 115,600 square miles extend 1,200 miles from five degrees north of the equator to within sight of the Formosan frontier. It has a coastline more than twice that of the United States of America.

The burden of maintaining Philippine sovereignty over its vast waters falls upon the Philippine Navy which is one of the four services that compose the Armed Forces of the Philippines.³ Specifically the Navy has a three-pronged mission: to provide naval defense, to support the other armed services as well as other government agencies in their operations, and to enforce maritime laws and regulations and administer other maritime requirements.

Toward the accomplishment of its mission, the Navy has at present a force of approximately 1,000 officers and 9,000 enlisted personnel. The officer corps is composed of regular and reserve officers on active duty on a 45% - 55% ratio. This ratio, per General Headquarters, Armed Forces of the Philippines (GHQ, AFP) policy guidance, should be (or close to) 40% regular-force officers and 60% reserve-force officers on active duty. Any

³The other three services are the Philippine Army, the Philippine Air Force, and the Philippine Constabulary which is a national police force.

increase in the Philippine Navy officer strength would therefore be geared towards the expansion of the active-duty reserve force.

The officer corps is also divided along specialty lines of which there are presently eight prescribed. These are: general line, marine, naval aviation, supply duty, engineering duty, naval construction duty, underwater operations, and coast guard officer. These specialized groupings are designed to meet the present technical needs of the Navy. With the increasing role of the Navy in nation-building programs, other classifications may be added to this list. Areas in which the Armed Forces are actively involved in at present are civic-action projects and infrastructure programs. These may call for additional sub-specialties that are not presently provided for.

All navy officers, however, are initially commissioned as general line officers. Classification and assignment into the different specialties are done after an officer has served for at least two years in the general line and only upon request of each individual officer. Officer selection is thus based on the assumption that all officers will be general line officers.

The first years of a Philippine Navy officer's life are usually spent at sea. His first duty assignment will be as a duty officer aboard one of the PN ships. After a month or longer, depending upon the availability of a billet, the officer will be assigned as a Supply Officer afloat for at least six months. He will then spend a year as First Lieutenant and Gunnery Officer after which he is promoted to the Engineering Officer billet in

which he is supposed to spend two years. An officer will then be assigned ashore for a period of time before going back to assignments afloat. There are variations to the above pattern but these variations still follow the same general development of the officer. An officer may not become a commanding officer of a unit afloat without going through the billets above which are required.

A general line officer will undergo many varied billets during his life in the Navy. He will serve on several staff assignments, undergo basic and advanced training in both professional and non-professional fields, he will command units afloat and ashore, and eventually, if he is "successful," he will reach the rank of commodore (one star flag rank).⁴

⁴The highest position an officer can occupy in the Navy is that of Flag Officer in Command. He may also be assigned as Vice Chief of Staff, Armed Forces of the Philippines which carries with it a two star flag rank or as Chief of Staff, AFP for a four-star flag rank. No navy officer has ever occupied either of these two highest positions in the AFP.

III. THE NEED FOR PROPER SELECTION OF RESERVE OFFICERS

It was stated in the previous section that the Philippine Navy officer corps is composed of regular-force officers and reserve officers called to active duty to meet the personnel needs of the PN for the accomplishment of its mission. The main source of regular officers is the Philippine Military Academy located at Baguio City. The Academy, by law, can only have a yearly total strength of 350 cadets. An applicant to the PMA must be recommended by a member of Congress and must pass a competitive entrance examination and a rigid physical examination. The cadets receive a broad undergraduate education during their four years stay in the Academy. They also get a ground-force-oriented military training. Upon graduation they receive a commission from one of the four major services. The number allocation of the new officers to the different services is per GHQ, AFP guidance. The Philippine Navy, being the smallest of the four services, usually gets the smallest number of PMA graduates. These new navy officers are given naval professional training before they are assigned to the different units of the navy.

The Philippine Navy has no control over the selection of cadets to be admitted to the Philippine Military Academy nor over the selection of graduates of the Academy to be assigned to the navy. Each graduate gives service preference by priority and assignments are made according to class standing. The top men of the class usually get their service preference. Once the quota of a service is filled, then the secondary choice of a

graduate will be his service, and so on down the line. Thus the only thing the Navy can do to assure itself of getting the top ranking members of the class is to sell itself to them. This of course assumes (maybe falsely) that the top graduates will make better leaders than those lower on the ladder.

Another source of regular officers for the navy is the United States Naval Academy. The Philippines is allowed four midshipmen at the USNA at any one time. This averages to one graduate a year. A graduate of the USNA is obligated to serve the navy with no option of going to another branch of service. The navy, however, has no control over the selection of candidates for the Naval Academy either.

A third source of regular officers is the reserve force. "Deserving" reserve officers may be commissioned into the regular force after passing mental and physical examinations and a board deliberation. In this instance, the PN has recommendatory authority and therefore can and does control the selection procedure.

The power to call to active duty, to revert to inactive status, and to extend the tour of active duty of reserve officers rests upon the major service commanders.⁵ In the case of the Philippine Navy this authority rests upon the Flag Officer in Command. It is in this area of officer selection that the FOIC, PN has virtually complete control over the policies

⁵General Headquarters, Armed Forces of the Philippines Letter, Subject: Decentralization of Call to Active Duty, 25 October 1968.

and procedures to be followed, subject to policy guidance of GHQ, AFP.

The source of reserve officers is the pool of college graduates of the country's human resources. One of the requirements for commission is a baccalaureate degree or an associate in marine engineering or nautical science. There are also age, height, health, and nationality requirements. But even with the above restrictions the field is still formidable.

A. PHILIPPINE EDUCATION

College education for their children is an obsession for most Filipino parents. Educational institutions have risen in number to meet this demand. This has been, to some extent, unfortunate since "the demand for an education, or at least a degree, far exceeds the enrollment these institutions can accept and the capacity of most students to qualify. This encourages a new and often cynical practice of "education for a profit." Both private stock corporations and some religious groups have organized colleges and universities that are managed so as to make money."⁶ These "diploma mills" would award a degree to anybody who could afford to pay the required fees for the duration of the course.

⁶Ravenholt, Albert, The Philippines: A Young Republic on the Move, D. Van Nostrand Co., 1962, p. 184.

The deterioration in the quality of college education has spread down to the elementary and secondary schools where below-standard college graduates get teaching jobs. Fortunately there are still some educational institutions that have maintained very high standards. The products of these universities and colleges are the source of reserve officers of the Philippine Navy.

B. THE NAVAL OFFICERS' QUALIFICATION COURSE

The Philippine Navy may call to active duty officers who already have a commission in the naval reserve. Or selected college graduates may be made to undergo the Naval Officers' Qualification Course (NOQC), the successful completion of which entitles the trainee to a commission in the naval reserve. These candidates are then immediately called to active duty.

Call to active duty is done on a voluntary basis rather than through conscription. Thus the second method given above is the more common of the two. It is the selection of these officers that is the concern of this study.

The Naval Officers' Qualification Course offered at the Naval Training Command, Naval Shore Establishment, Cavite City is taken by all PN officers except USNA graduates. Presently there are two curricula being offered, one for the training of PMA graduates (NOQC "A") and another (NOQC "C") for the training of officer candidates. Each curriculum has undergone several changes to be more responsive to the needs of the navy. The basic

difference between the two courses is that military training is not emphasized in the "ALPHA" curriculum and is therefore shorter in duration.

The NOQC "CHARLIE" curriculum is "aimed to qualify graduates as future officers of the Philippine Navy."⁷ The curriculum presently in use has a duration of twenty-eight weeks and is supposed to meet the present needs of the PN for "qualified officers who could man and manage units of the Navy, either ashore or afloat."⁸ Subjects that are covered in the course of instruction are: Mess and Supply Administration, Seamanship/Gunnery, Naval Management, Naval Operations, Naval Engineering, and Military Training. Two hundred sixteen (216) hours of the 1232 hours of training are spent aboard ships for on-the-job training.

Personnel selected to undergo NOQC "C" are called to active duty as Probationary Ensigns (P/Ens). They receive a monthly salary and living allowances and are entitled to free medical and dental services. As previously stated, those who complete the training satisfactorily are commissioned as Ensigns in the reserve force. The processing of commission papers takes up to four months, and those whom the Navy wishes to call to active duty as officers are retained as P/Ens. until their commission papers are released, upon which their call to active duty as P/Ens. is terminated and they are called to active duty as Ensigns in the Philippine Navy.

⁷Curriculum for Naval Officers' Qualification Course "Charlie,"
6th revision, 28 October 1972, p. i.

⁸Ibid.

There are no available records regarding the attrition rate in the NOQC "C", but it is believed to be insignificant. The course is easy enough for college graduates to complete satisfactorily. The fact that most of the instructors are enlisted personnel without college education while all the students are college graduates might also have an effect on the grading system.

C. THE OFFICER EVALUATION REPORT

Officers of the AFP are rated annually through the Officer Evaluation Report (OER). An officer is rated on: Traits, Qualities, Characteristics (attitude, leadership, initiative, management, etc.); Performance of Duty; and Promotion Potential. The rating is given by a rater who is the immediate superior of the rated officer (usually his executive officer) and by an indorser who is usually the commanding officer of the rated officer. The OER is quantified from a rating of zero (0) for unknown to a rating of six (6) for outstanding. A rating of two (2) is "Barely Acceptable" while a rating of three (3) is "Quite Satisfactory." A "barely acceptable" rating requires a written explanation from both the rater or indorser (whoever gave the rating of two) and the rated officer. The rater is also required in such a case to face the Promotion Board and the Retention Board to justify the rating when the case of the rated officer is considered by those boards. Those officers who are found actually barely acceptable to the service are then reverted to inactive status.

Raters usually avoid giving ratings of "two" because of the inconveniences that go with giving such a rating. Furthermore almost nobody wants to be responsible for the reversion of a co-officer especially if that officer has a family to take care of. Thus an officer, once commissioned and called to active duty, will stay in the service even if he may be unqualified.

D. PROMOTION POLICY

Promotion of officers of the AFP follows a system that is commonly known as the "third vacancy rule." Theoretically this rule applies only to the promotion of regular officers but it has been adopted to apply to reserve officer promotion also. The rule supposedly takes into consideration both seniority and merit of officers being considered for promotion. The number of officers to be promoted to the next higher rank in each service is determined by the number of vacancies available. The promotion quota for each service is determined by the Secretary of National Defense. Once the quota is known these are multiplied by predetermined factors to come up with the "zone of consideration" of officers to be promoted. Each selection board goes through the lineal roster of officers in the rank being considered and picks out those officers qualified for promotion until it has filled the zone of consideration. The first two men on the list are automatically promoted keeping their respective positions on the lineal roster. The third position, however, may be filled by any officer who is in the zone of consideration. If the person originally number three on the list is selected to keep his position, then numbers four and five are automatically

promoted and the "third vacancy" then falls on the number six slot. If another officer jumps into the third position, then those occupying the original third and fourth positions are automatically promoted and position number five becomes the next "third vacancy" position. This process is continued until the quota is filled. A reserve officer who is not promoted is reverted to inactive status unless he is an Ensign, in which case his commission is revoked.

Selection boards are not prone to by-pass an officer who is up for promotion unless it is for cause. Thus an officer who keeps his record clean is likely to get promoted every time his name comes up for promotion. He may lose seniority but will still get promoted.

E. SUMMARY OF REASONS

The Philippine Navy really needs a good selection procedure to screen the reserve officers whom it commissions and subsequently calls to active duty. A major reason is that approximately 60 per cent of the officer corps of the navy is composed of reserve officers on active duty. This percentage will greatly increase during a national emergency. Obviously the navy could not allow itself to be run by marginal reserve officers in time of peace or otherwise.

Although only college graduates are qualified to be officers, it was pointed out that a college degree is not an assurance of quality graduates. Furthermore, it was shown that NOQC training, the OER, and the promotion processes cannot be relied upon to weed out marginal officers from the officer corps.

The NOQC training, the OER, and the promotion process, however, should not be used as primary screening processes even if they could be used as such. The moment an applicant is accepted and designated a P/Ens., the Navy starts spending resources on him. These resources are wasted if marginal officers are accepted into the service. A primary objective of a selection procedure is to avoid such wastage.

Finally, it is only in the field of reserve officer selection that the Navy can exercise full jurisdiction. Thus any selection procedure developed could only be applied to the selection of reserve officers.

Aside from the obvious reasons for the need for a selection procedure for an organization, the reasons stated above help to emphasize this necessity for the PN and help answer the question of why this paper will deal only with the selection of reserve officers.

F. RESEARCH PROCEDURE

This paper was originally intended to be a validation study of the PN selection procedure. Upon receipt of the selection data from that organization, however, it was deemed more appropriate to conduct a theoretical analysis of the steps in the procedure. The nature of information received dictated that a review of previous research done in the area of managerial selection is the best route to follow if this paper is to be of help to this writer and, it is hoped, to the Philippine Navy.

IV. THE PHILIPPINE NAVY SELECTION PROCEDURE

"The usual conception of the ideal selection process is of one or many 'go, no-go' gauges. Candidates are screened by application of these tools; qualified individuals go on to the next hurdle; those who can't qualify are excluded."⁹ The hurdles used in the Philippine Navy selection of reserve officers are the following: (1) application form, (2) initial interview, (3) general classification test (GCT), (4) intelligence examination, (5) board interview, (6) physical examination, and (7) National Bureau of Investigation (NBI) and Naval Intelligence (N-2) clearances.¹⁰ Those who pass all of the above steps are appointed P/Ens. and called to active duty for the purpose of undergoing the NOQC training. Successful completion of the training is awarded with a commission in the naval reserve force and usually a subsequent call to active duty as an Ensign in the Philippine Navy.

A. RECRUITING

Selection presupposes the presence of manpower available and willing to accept the job being offered. The process of finding applicants for employment is recruitment. "Selection means little unless the

⁹Yoder, Dale, Personnel Management and Industrial Relations, 6th ed., Prentice-Hall, 1970, p. 291.

¹⁰Chief, Training Branch, N-1, PN letter to author, Subject: Data for Thesis, 12 March 1973. See Appendix A for full text of letter.

recruitment function has provided an ample supply of qualified applicants ... Thus the effectiveness of the selection step depends to a considerable extent upon the effectiveness of the recruitment step."¹¹

Philippine Navy recruitment efforts are minimal. They consist of press releases and posters displayed at a limited number of colleges and universities. The NROTC Program also helps recruit applicants from the colleges and universities where such program is maintained.¹² The press releases and posters only state that the Navy is recruiting for officer candidates and give the requirements for applicants. The posters also give information about pay and allowances and other benefits that an individual will receive if commissioned and called to active duty.

This limited recruitment is enough to insure the PN with a steady stream of applicants. This is accounted for by the large number of unemployed college graduates in the Philippines. Most applicants, however, come from the Greater Manila Area and places within commuting distance of Manila since all processing of applicants is done at the office of the Procurement Branch, Personnel Division, Headquarters Philippine Navy. The physical examination is also conducted only in Manila at the Fort Bonifacio Naval Station Dispensary.

¹¹Lipsett, L., Rodgers, F. P., and Kentner, H. M., Personnel Selection and Recruitment, Allyn and Bacon, 1964, p. 9.

¹²Military training is compulsory for all able-bodied male Filipino citizens. The ROTC programs are designed to provide this training to college students. The Navy conducts an NROTC program in selected colleges and universities.

B. APPLICATION FORM

All applicants are made to fill up an application form which asks for such general information as name, age, educational attainment, name of father, name of mother, citizenship, etc. (See Appendix B). The requirements for commission are (1) natural born Filipino citizen, (2) at least a baccalaureate degree (with diploma) or an associate in marine engineering or nautical science with a license of at least Fourth Motor Engineer or Third Mate, (3) at least sixty-three inches in height, and (4) not less than 20 nor more than 30 years of age. These qualifications are actually the only ones sought in the application blank.

C. INITIAL INTERVIEW

An initial interview is scheduled to verify that the above requirements are met. The applicant is required to bring his birth certificate to prove his citizenship and age. The applicant is also asked to produce his diploma, and if there is doubt regarding his meeting the height requirement, he is measured during the initial interview. The applicant is also apprised of the additional steps he will go through and the other requirements that will be asked of him should he pass the other steps.

D. GENERAL CLASSIFICATION TEST

Initially qualified applicants are given a General Classification Test. This test is a new requirement of GHQ, AFP -- so much so that the first group of applicants who took this examination are still in NOQC training.

E. INTELLIGENCE TEST AND BOARD INTERVIEW

The next hurdle in the process is the intelligence examination.

Those who possess an IQ of average or above are then required to undergo a board interview. This board, officially known as the Procurement Board, is chaired by the Deputy Chief of the Personnel Division. The other members of the board are the chiefs of the different personnel branches. There are five of these branches. The chairman, i.e. the Deputy N-1, is usually a commander in rank. The other members of the board are either lieutenants or junior grades.

The interview itself is very informal. Each interviewer is given a check-off list of topics that need to be discussed with the applicant. (See Appendix C.) Any of the interviewers may ask questions of the applicant on any topic on the list. Even topics which are not in the list are sometimes discussed to probe the reasoning power or the knowledge of the candidate. Each interviewer votes on the acceptability or non-acceptability of the applicant. A simple majority of the interviewers present decides whether an applicant is accepted or not. Thus two votes in favor of the applicant are needed for his acceptance if there are three members of the board present and four votes are needed if all the members of the board interviewed the applicant.

F. PHYSICAL EXAMINATION AND CLEARANCES

The next step in the selection procedure is the physical examination of those who are found acceptable by the Procurement Board. The thorough physical examination includes a neuro-psychiatric test. Those who are

found physically and mentally fit are then required to obtain an NBI clearance. At the same time, the Naval Intelligence Division conducts its own background check on the applicants. Persons cleared by both the NBI and N-2 are then designated P/Ens. and called to active duty for the purpose of taking NOQC "C". And, as already stated, those who complete the training successfully are commissioned in the naval reserve and then called to active duty.

G. PROCUREMENT BRANCH, PN

The description of the Philippine Navy selection procedure will not be complete without a word about the agency responsible for carrying out this duty. This is the Procurement Branch of the Personnel Division of the PN. The chief of this branch is usually of the rank of Lieutenant Junior Grade. He has five enlisted personnel under him, and together they are in charge of procurement of reserve officers and enlisted personnel alike. The Procurement Officer has also the duty of initiating orders for Extended Tours of Active Duty (ETAD) as well as the reversion to inactive status of reserve officers. The Procurement Branch has also the duty of recommending to the Chief of the Personnel Division policies, procedures and all related activities regarding the duties and responsibilities of the Procurement Branch.

V. THE SELECTION PROCEDURE EXAMINED

The importance of a good selection procedure cannot be over-emphasized. The need for the proper selection of reserve officers in the Philippine Navy has already been discussed. To the reasons already advanced should be added that "unless care and discretion are exercised in making initial selections, there can be no assurance that the potential of an organization is being fully exploited or that selections for positions higher up the ladder are not being made from second-rate material."¹³ Reserve officers occupy important and sensitive positions in the Philippine Navy both in the junior ranks as well as in the senior ranks. A good selection procedure will give the assurance that those who are accepted into the naval service are capable of handling any job in the navy.

A. COST CONSIDERATIONS

Furthermore, selection "offers opportunities for many managerial mistakes, often serious ones. Errors in decisions at this point can be costly, whether they involve the failure to employ a promising prospect or the hiring of someone who subsequently fails to measure up to requirements."¹⁴ A selection program should reflect both cost and time values of an organization.¹⁵ Monetary costs, however, are not felt so much

¹³ Bennett, W. E., Manager Selection, Education and Training, McGraw-Hill, 1959, p. 53.

¹⁴ Yoder, Dale, p. 291.

¹⁵ Finkle, R. B. and Jones, W. S., Assessing Corporate Talent, Wiley-Interscience, 1970, p. 49.

in a military organization. At least in the Philippine Navy this is so. Incompetent officers are tolerated and assigned to posts where their errors could be corrected before they are noticed by higher authorities. There is no profit statement to worry about and to reflect inefficiency. And in time of peace, wrong decisions go by unnoticed. Thus, "for the most part, the process of assessing and evaluating individual capabilities and potential can fairly be described as a combination of hunch and bias, buttressed by a few hallowed principles that may or may not be applicable to the situation at hand."¹⁶

B. WRITTEN POLICY AND PROCEDURE

Where the personnel in charge of selection are untrained or inexperienced, a detailed written procedure would be of help. In some cases it should even be a must. This would serve as a guide for the selection manager as he goes from one step of the procedure to another. Even for experienced managers such a written procedure would serve as a very useful guideline.

The PN seems to have no selection policy or procedure in use. A search for such policies or procedures was conducted by an officer who was recently the Procurement Officer of the Philippine Navy at the request of this writer. He replied that a circular on the procurement of candidates for admission in NOQC "B" "it seems is the only HPN circular" that

¹⁶Bassett, G. A., p. 8.

prescribes a selection procedure.¹⁷ Unfortunately NOQC "B" training has not been offered for several years, nor is it likely to be offered again.

It is also rather strange that a former officer who was in charge of personnel selection did not have any knowledge of the written policies that should have governed his actions in the performance of his duties. It is doubtful that no such policies exist. If they do, they should be found and used for the purpose they were promulgated. They should also be evaluated in the light of the present needs of the Navy and changed if revision is found necessary. On the other hand, if no such policies have been made, then it is high time that the PN have them. The importance of personnel selection, especially of officer selection, dictates that this facet of personnel management be based on sound policies.

C. TRAINING OF PROCUREMENT PERSONNEL

Written policies and good selection procedures, however, are not enough. "Regardless of how well the identification program is formulated, it is limited to the abilities of the evaluating supervisor."¹⁸ The person in charge of selection should have some training if he is to spot men with potential. This training should be extended to all persons assigned to the procurement division. An understanding of what they are doing and the

¹⁷ Chief, Training Branch, N-1, PN Letter.

¹⁸ Muse, Winfred R., "Identification and Development of Tomorrow's Managers," Personnel Journal, p. 46-47, January 1972, p. 47.

significance of their work will go a long way in motivating these personnel to do their best in their assigned tasks.

D. THE PN SELECTION PROCEDURE

The purpose of selection is to "predict later job behavior from the results of measures administered when candidates apply for the job."¹⁹ Specifically, selection seeks to identify applicants who will be successful in the job. It has already been stated that the Philippine Navy has several of these measures (steps) in its selection procedure for the selection of reserve officers. These steps will now be considered in the light of their ability to predict success of applicants as naval officers.

Any discussion of predictors must be accompanied, indeed preceded, by a discussion of the criteria upon which they are based. This will be done for all the steps of the selection procedure in question if such criteria are present. Recommendations for improvement of these steps will also be made if such are found necessary. The PN recruitment will also be discussed since it is considered directly connected to selection.

1. Recruitment

It is generally agreed that the military services need their share of talented and educated young men to serve as leaders as well as technicians.²⁰ The great navyman John Paul Jones realized the importance

¹⁹Dunnette, Marvin D., Personnel Selection and Placement, Brooks/Cole, 1966, p. 104.

²⁰Lyons, G.M. and Masland, J.W., Education and Military Leadership, Princeton University Press, 1959, p. 13.

of education for naval officers when he stated: "It is by no means enough that an officer of the navy should be a capable mariner. He must be that, of course, but also a great deal more. He should be as well a gentleman of liberal education . . ." ²¹

But the services still need to attract these educated men to a military career. This is normally done through recruitment. In the Philippines, where there is a vast pool of unemployed college graduates, attracting these men is a relatively easy task. It was seen that a few posters in a limited number of colleges and universities and press releases are enough to attract a great number of applicants. These recruitment steps, however, do not guarantee quality. Other than those who are really set on a naval career, most of the applicants are men who did not find a place for themselves in the civilian world and thus come to the navy to get a job. What the PN needs is a recruitment program that would attract men with leadership qualities rather than just men with college diplomas.

Aside from the limited efforts at recruitment, the method of processing candidates for commission also limits the number of applicants. The processing is lengthy, made more so by the great number of applicants, and all processing is done in the Manila area. This puts the Navy out of reach for those staying in areas not within commuting distance of Manila unless they have relatives with whom they can stay or unless they can afford to stay in hotels during the duration of the processing.

²¹ Lovette, Leland P., Naval Customs, Traditions and Usage, U.S. Naval Institute, 1939, p. 373.

What is needed then is for the Navy to set up recruiting and processing centers in places other than Manila. These centers could be located in communities accessible to campuses and where existing military and/or government facilities could be used by the center to carry out some of the steps in the procedure. The centers could, at the same time, actively recruit in the campuses. This might sound too ambitious for an organization the size of the Philippine Navy, but if the Navy wants good men, it must go out and get them. The PN has forces in being that could double up as recruiting and processing centers. These are the NROTC Units, the training efforts of which are concentrated on weekends and conduct minimum administrative work during the weekdays. The proper training in personnel selection and recruitment should of course be given to any personnel that will be engaged in these activities.

2. The Application Blank

The application blank is almost universally used in personnel selection. The typical application form is long and cumbersome and contains so many items whether these data are meaningful for employment or not.²² The form used by the Armed Forces of the Philippines and thus by the Philippine Navy can be counted among these typical forms. (Appendix B.) It is three pages long and requires several supporting documents including a notarized affidavit concerning the applicant's morality and loyalty.

²²Stone, C. H. and Kendall, W. E., Effective Personnel Selection Procedures, Prentice-Hall, 1956, p. 145.

An item-for-item discussion of the application form will not be undertaken in this paper. Suffice it to say that the form needs to be examined and that irrelevant items be removed. An example of such item is that which asks for the names of the dependents of the applicant. It is rather obvious that the names of one's dependents would have no bearing on his job performance at all. Other items which are glaringly out of place are those which refer to World War II services of an applicant. It must be remembered that there is an age requirement of not less than 20 years and not more than 30 years. Any individual who falls within this age bracket could not possibly have served in any capacity during World War II.

Application blanks, properly developed and utilized, could serve as effective selection devices. A weighing and scoring system may be provided for items in the application such as age, sex, marital status, number of dependents, living arrangements, etc., and a cutting score may be established for the total.²³ Such a system must be based on empirical data from past experience of the organization. A biographical inventory of this nature will be discussed in a later section of this paper.

3. The Preliminary Interview

The initial interview of applicants for commission in the reserve force of the Philippine Navy is done primarily to verify if all the requirements are met. This requires nothing more than checking the birth certificate of the applicant for age and citizenship and his diploma or certificate

²³Yoder, Dale, p. 305.

and license as proof that the educational requirement is met. The height of the applicant is measured if there is doubt as to his qualifying in this regard. No interview as such is conducted.

The preliminary interview, however, is a very important part of the selection procedure. It is at this point that applicants who are obviously unqualified for the job can be turned down thus saving time, money, and effort on the part of both the applicant and the organization. In fact the preliminary interview might be more useful if conducted before the applicants are made to fill out application forms. This way those who do not meet the requirements and those who are unsuited to be naval officers as per the judgment of the interviewer need not fill out application forms.

This writer was a member of the PN Procurement Board for a period of about three months. During that time, the Board interviewed applicants who cannot understand much less express themselves in English, which is the medium of instruction throughout the Philippine educational system. Many applicants did not know such general information items as the governmental system of the Philippines and names of prominent people in the news. There was even a teacher who did not know the meaning of the traffic signal lights. Applicants such as those described above could have been screened out if a proper preliminary interview was conducted. It must be noted that the board interview is the fifth step in the selection procedure.

Sears, Roebuck and Company's selection program includes an "assessment in reverse" in which recruited candidates are given a "blunt talk" about the not-so-attractive side of working for Sears.²⁴ This has paid off in lower turnovers for that company. Such a program could easily be incorporated in the PN selection procedure and the logical place for this would be as part of the preliminary interview. The applicants could be apprised of what the Navy expects of them as well as what they could expect from the Navy. The harsh realities of navy life should be given equal emphasis as that given to the benefits of being in the service. An appraisal program of this nature would discourage those applicants whose interest in joining the Navy is based on a misconception of what naval life entails.

4. The AFPGCT

The latest innovation to the PN selection procedure is the addition of the Armed Forces of the Philippines General Classification Test (AFPGCT) to the process. The passing of this test as a requirement for commission came from GHQ, AFP. It is apparent that the test was developed by GHQ intended for what it is being used for now. Whether the test was properly developed is not known by this writer. Indications are, however, that no validation has been done as far as the Philippine Navy is concerned.

If the Navy is to continue using this test, it should be validated for its use as all predictors should. "Failing to check its predictive value may lead to more trouble than eschewing the tests

²⁴Albrook, Robert C., "How to Spot Executives Early," Fortune, LXXVIII, p. 106-111, July 1968, p. 108.

altogether."²⁵ The General Headquarters of the Armed Forces of the Philippines often ignores the fact that the Philippine Navy and the Philippine Air Force have unique personnel requirements apart from the ground forces and this may well be the case with the AFIGCT also.

No further evaluation of the AFIGCT can be done at this time. It is hoped by this writer, however, to validate the test for the use of the PN if such is found necessary.

5. The Intelligence Test

The only other test, in fact the only test until the AFIGCT was required, given to candidates for commission is an intelligence examination. Those who have an IQ of average or above are deemed qualified to become officers and thus go on to the next "hurdle" in the selection procedure.

The IQ "remains a basic concept in the measurement of intelligence."²⁶ There seems to be no agreement as to what intelligence is, however. This has led many to define the term so as to fit what intelligence tests measure.²⁷ Aside from this ambiguity in defining intelligence, there is also disagreement as to the use of IQ scores in evaluation of personnel. Many believe that the more intelligent a person is, as reflected by his IQ, the more successful that person will be in life. Corollary to this is the belief that the more intelligent a leader is, the better he is as a leader.

²⁵Bassett, G. A., p. 11.

²⁶Wechsler, David, The Measurement and Appraisal of Adult Intelligence, 4th ed., Williams and Wilkins, 1958, p. 33.

²⁷Super, Donald E., Appraising Vocational Fitness, Harper and Brothers, 1949, p. 86.

It has been found, however, that the most effective leaders are those who are only slightly more intelligent than their followers,²⁸ and the experience of the Office of Strategic Services (OSS) shows that intelligence alone is no assurance of success as a leader.²⁹

But the IQ is still a very potent part of the procedure for selection of officers. Present evidence shows that "IQ tests are quite good at measuring the kinds of intelligence needed to do school work. Students who do well on IQ tests are quite likely to get good grades in school."³⁰ Thus although the intelligence test will not necessarily identify candidates who will be successful officers, it will point out those who will benefit most from training. All candidates for commission in the reserve force have to undergo training to prepare them for the job of being naval officers. Use of intelligence tests can insure that only those who can be developed through training are accepted.

6. The Board Interview

Another basic tool in personnel selection is the interview. The way this is used in the Philippine Navy selection procedure has already been described. The first observation that can be put forward is that none of the members of the board that conducts the interview have had training in interviewing. As pointed out earlier, training of interviewers is essential

²⁸Taylor, Jack W., How to Select and Develop Leaders, McGraw-Hill, 1962, p. 22.

²⁹The OSS Assessment Staff, Assessment of Men, Rhinehart and Co., 1948, p. 13.

³⁰Bane, M.J. and Jencks, E., "Five Myths About Your IQ," Harpers Magazine, v. 246, p. 28-40, February 1973, p. 29.

if they are to be effective. And interviewing skills can be taught and should be taught not only to those concerned with personnel selection but to all officers as well since interviewing has its uses outside of selection, such as in counseling, settling grievances and disputes and other situations of information gathering.³¹

The Procurement Board of the PN has a total of six members. Three of these members constitute a quorum and a simple majority in favor of or against a candidate is sufficient to pass or fail the applicant. After being a member of the board for a while, this writer found it easy to predict how an interviewee would fare just by knowing which interviewers would be present. A candidate may fail if interviewed by three of the members of the board, and pass if the other three members interview him. No common standard is used and each member of the board had his own standard and his own set of personal criteria on which he based his judgments. This reflects back to the fact that the interviewers are untrained plus the fact that there is no job description to guide those conducting the interview.

The interview is free-associative although a check-off list is used by each interviewer. (Appendix C.) The check-off list serves no other purpose than to make sure that all topics considered important are discussed during the interview. No ratings are given the candidate and

³¹McFarland, Dalton, E., Personnel Management: Theory and Practice, McMillan, 1968, p. 279.

the voting is based purely on the subjective decision of each member of the board on a "go-no go" basis. The free-associative interview is considered better than the patterned interview for the assessment of managerial positions, and the job of a naval officer would fall in this classification. The main disadvantage of this type of interview is that the interviewer must be experienced so as to keep track of the important points of the conversation,³² and the members of the PN Procurement Board do not have the experience and skills to conduct such an interview. Once more, the need for training of the interviewers is brought to the fore.

7. The Physical Examination

Not much can be said about the physical examination since this portion of the selection procedure is completely within the scope of the work of the medical department. The standards for the PE have been set by higher authorities, and the procurement officer relies wholly on the report of the medical officer that these requirements have been met.

To insure that no personnel with adjustment problems are accepted into the service, a neuro-psychiatric examination is included as part of the physical examination. The NP examination is conducted by a psychiatrist who is also with the medical department.

The PN uses the physical examination solely as a negative selection device. Those who are physically and mentally unfit are

³²Lipsett, L., et al., p. 77.

identified and declared unacceptable to enter the service. The reasons for this are that sick men are not fit to work and that the Navy will just have to spend money both in salaries and medical expenses for such people.

8. The Clearances

The final step that an applicant must go through prior to his being called to active duty as a P/Ens. for the purpose of undergoing training after a successful PE is the submission of clearances from the National Bureau of Investigation (NBI) and from the Naval Intelligence Division (N-2). These clearances are both derived from records checks and aimed at eliminating the possibility of getting known criminals or subversives into the service.

Records check is a rather cursory method of checking a person's background. An improvement over this, in fact the best method of checking an applicant's background and loyalty, would be through personal interviews with sources acquainted with the candidate.³³

Personal interviews can bring to the surface derogatory information about the applicant which may not be unearthed by records checks. This would be a very expensive method, but the navy could request the Philippine Constabulary to conduct these interviews.³⁴

Those who pass all the steps in the selection procedure successfully go on to training. There are some who would consider

³³Ibid, p. 130.

³⁴The PC maintains a Provincial Command in each of the provinces of the Philippines and a detachment in most of the municipalities.

training as part of the selection process. This should not be the case. The objective of selection is to identify the applicants who have the leadership qualities needed by a naval officer. Training can develop but not create these qualities.³⁵ Furthermore, cost considerations dictate a more inexpensive approach to selection, and the cost of training should not be wasted on unqualified personnel.

³⁵Taylor, Jack W., p. 51.

VI. CONCLUSION

Many factors go into the determination of a selection program. Foremost of these is the job itself for which the program is designed. A job analysis is essential, in fact "fundamental, since it is impossible to predict whether a given person, no matter how accurately his skills are estimated, is suitable for a job of an unknown nature."³⁶

Conducting a job analysis on the position of "naval officer" would be a tedious if not an impossible task. As already pointed out, the PN officer goes through so many different jobs in the course of his career. Prediction of success of an officer in each of these individual billets is a task of the placement procedure rather than the selection program. What is needed in the latter is to find common characteristics necessary for success in all these jobs. Such a characteristic generally recognized as desirous in military officers is leadership. Another factor more recently acknowledged as needed by an officer is managerial ability. In this light, "selection is the initial determination as to whether leadership and managerial ability is possessed; and the secondary -- and perhaps more important -- determination of the degree to which such ability is possessed."³⁷

³⁶The OSS Assessment Staff, p. 28.

³⁷Bennett, W. E., p. 51.

The procedure followed by the Philippine Navy in the selection of reserve officers has been described and discussed in the previous sections. The procedure can be characterized as negative selection in the sense that each step in the process is geared toward the screening out of those who are likely to be failures rather than the identification of those with leadership and managerial ability. Of the seven steps that a candidate has to go through, there are only three which could be considered predictors. These are the GCT, the intelligence test, and the board interview.

The reliability and validity of the GCT and the board interview are very much in doubt as far as their use as predictors of success in a naval career is concerned. And the same thing is true of intelligence tests. And training itself is useless if the individual being trained is devoid of leadership and managerial ability.³⁸

Recommendations for improving the individual steps of the PN selection procedure were made in the preceding section. Those recommendations will help toward the improvement of the selection procedure as a whole. What is really needed, however, is an assessment method that would identify who among the applicants are the men who would become good naval officers since the selection procedure of the Philippine Navy does not seem to do this at all.

In the next section, a step toward the development of such a method will be discussed.

³⁸Ibid, p. 52.

VII. A TAILOR-MADE TEST FOR THE PN

Recent developments in the field of management selection focus on the use of assessment center techniques. These include such methods as simulation, management games, and the in-basket technique. The popularity of these methods is based on their versatility in examining behavior itself.³⁹ Situational problems are presented, and the assessment of the individual is done through the way he handles the problem. Such methods have been used since Biblical times.⁴⁰ And during the war, the OSS used a "number of situational tests in which the candidate is required to function at the same level of integration and under somewhat similar conditions as he will be expected to function in the field" in its selection program.⁴¹ Presently there are several organizations using these techniques as training, placement, and selection tools.⁴²

The above-mentioned techniques are hard to develop and harder to score. Moreover, for an organization like the Philippine Navy, these techniques would be more useful as training and placement tools rather

³⁹Bray, D. W. and Moses, J. L., "Personnel Selection," Annual Review of Psychology, v. 23, p. 545-576, Annual Reviews, 1972, p. 567.

⁴⁰Judges 7:4-7.

⁴¹The OSS Assessment Staff, p. 38.

⁴²Lopez, F. M., Jr., Evaluating Executive Decision Making, American Management Association, 1966, p. 16.

than as selection methods. The applicants for commission in the PN more often than not have no idea of what decisions are made by a naval officer or how such decisions are made. Thus assessment center techniques are not very appropriate for the PN as a selection tool.

Another method that is gaining popularity as a selection tool is the biographical inventory. This approach is based on the fact that "each man's biography is a reflection of his personal goals"⁴³ and that past behavior, experience, learning, habits, and accomplishment predict future behavior of an individual.⁴⁴ A biographical test is very easily made and validated since the information used is the same information routinely gathered from the job applicants through the application form. Furthermore the information can easily be checked and the applicants know this; thus "faking the test" is not a limitation of the biographical inventory as it usually is in almost all other tests.

A biographical test would be a perfect selection tool for the Philippine Navy in the identification of good naval officer material. The development of a biographical test for use of the PN will follow a very simple format. The initial step would be to conduct a survey of selected officers, chief petty officers and enlisted men for the names of officers whom they consider to be "successful" naval officers. Officers will be required to state their ranks on the survey sheet to determine if there is

⁴³Bassett, G. A., p. 16.

⁴⁴Buell, William D., "An Alternative to Testing," Personnel Journal, v. 51, p. 336-341. May 1972, p. 337.

any difference between the names submitted by senior officers and those given by junior officers. Those officers who are considered by most as good naval officers will be used as the "successful" group. This survey would avoid having to develop criteria. Performance itself will be considered the criterion. Achievement and performance are obviously the best proof of a person's leadership and managerial ability.⁴⁵

A biographical questionnaire will then be administered to two-thirds (selected randomly) of the officers rated as successful. The questionnaire will contain about 150 items. (See Appendix D for sample questions.) The same questionnaire will also be given to an equal number of officers not named by the majority as successful. A pattern analysis will then be conducted on the answers to the questions. Hopefully this will differentiate question-and-answer patterns between the two groups.

A shortened questionnaire will then be derived from the original test including only the valid questions. A scoring key will also be developed. This new test will then be administered to the cross-validation group consisting of the remaining one-third of the "successful" group and an equal number of non-successful officers. The validity of the biographical inventory can then be tested. The result of the method would be the assignment to different answer patterns of weights that describe the probability of being rated a successful naval officer.

⁴⁵Drucker, Peter F., The Practice of Management, Harper, 1954, p. 8.

A long-range study can be done on the biographical inventory developed above by administering the test to applicants. The validation can be done after the applicants have been in the Navy for a number of years.

As a final word, the following quote which fits the PN perfectly is presented: "Validated biography is not perfect, but available evidence supports it as an alternative selection method. While in no sense suggesting the discontinuance of validated testing programs, biography can add strength to existing methods or serve as a replacement for them, especially since their inception in the 'pre-validation' past."⁴⁶

⁴⁶Buell, William D., p. 341.

APPENDIX A



PUNONGHIMPILAN HUKBONG DAGAT NG PILIPINAS
(HEADQUARTERS PHILIPPINE NAVY)
Roxas Bulebard, Maynila

12 March 1973

From: Chief, Training Branch, N-1
To : LT EDWIN deV MELLA, FN

Subj: Data for Thesis

1. Forwarded herewith are as much of the data you need that are immediately available.
2. A copy of the NOQC "C" curriculum is enclosed. This curriculum is constantly being revised to conform to the situations dictated by the present situation in the country.
3. No battery exam records except for those who had taken same as a consequence of applying for regular commission is available. Battery exam is not a requirement for NOQC or for commission in the Reserve Force. However, IQ exam of the 35 students listed are available. This was the cause of the delay in forwarding all these since the records have to be dug out individually from the Procurement Records and such cannot be given priority because of the voluminous tasks they have at present of enlisting an average of 200 recruits monthly and approximately one NOQC class of at least 35 monthly.
4. A separate list is included listing the individual educational background. The names in the initial list corresponds to the number in this particular list.
5. Circular #19 HPM re procurement for NOQC "B" it seems is the only HPM circular on that matter. I have included the circular here. However, it is of limited value. Offhand, I can and will enumerate the steps taken in the procurement of civilians for NOQC:
 - a. The applicant fills up the application form and is initially interviewed to determine age, height and educational qualification. The initial qualifications required are:
 - 1) At least a baccalaureate degree (with diploma) or an Associate in Marine Eng'g or Nautical Science with license as 4th Motor Engr or Third Mate.
 - 2) At least 63 inches in height.
 - 3) Not less than 20 nor more than 30 yrs old.
 - b. Initially qualified applicants are then given GCT exam.

APPENDIX A (continued)

- 2 -

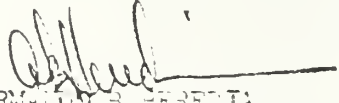
Those who pass takes the IQ exam. The GCT exam is a new requirement imposed by GHQ so much so that those classes which had taken this exam had so far not graduated.

c. The board interview comes next. For those successful, PE exam, NBI and N-2 clearance and submission of supporting documents remains after which they are appointed as P/Ens and CAD for the purpose of undergoing NOQC.

d. After graduation, they are again given PE & Cleared for commission since all the previous PE and clearances will have expired by this time. The commission papers go all the way up channels to the President. As soon as the commission is released, which takes approximately four (4) months from the date of graduation, the P/Ens (they remain as such for the duration) are terminated and CAD under RA 2334. The CAD process can be further inferred from attached letter directive of the CofS, AFP on decentralization of CAD.

6. For your information, Naval Management had been scrapped from the LATP program for the FN even with maximum representation by this Command to the contrary.

BEAT ARMY!


ARMANDO S. HEREDIA
LTJG PN

APPENDIX B

Application for Commission in the Reserve Force
Armed Forces of the Philippines

1. Name: _____
(Last Name) (First Name) (Middle Name)
2. Date of Birth: _____ Age: _____
3. Place of Birth: _____
4. Citizenship: _____ Religion: _____
5. Address: a. Permanent: _____
b. Temporary: _____
(Note: Report change of address to Reserve Affairs Division, HPA, Bonifacio, Rizal immediately)
6. Marital Status: _____
7. Dependent and relationship:
 1. _____
 2. _____
 3. _____
 4. _____
8. Nearest of kin to be notified in case of death or accident:
Name and relationship: _____
Address: _____
9. Previous Military Experiences:
 - (a) Trainee Instructions: _____
 - (b) Place and inclusive dates: _____
 - (c) ROTC or TROTS: _____
(Number of years, place and date of training)
 - (d) Military School attended, including SRC: _____
 - (e) Philippine Army Services (Chronological records of service)
(Indicate period of enlistment, if any)
 1. _____
 2. _____
 - (f) Foreign Army Services: (Chronological records of services)
 1. _____
 2. _____

Appendix B (continued)

- (g) World War II services (Chronological records of services including Guerilla Services.)

1. _____
2. _____

10. Present status in the Reserve Force, AFP

- (a) Rank, Branch of Service and Armed Forces Serial Nr: _____
- (b) Unit Assignments: _____
- (c) Mobilization Center: _____
- (d) State whether you have received notification of your mobilization unit assignment in the Reserve Force, AFP and have acknowledged it; state reason of your failure. _____
- (e) Source of being reservist: (Whether in honorable discharged EM of the AFP or AUS, a recognized guerilla, ROTC Basic graduates, etc.) _____

11. Educational Attainments:

	No of hours	Institution	Major	Graduate Yes No	Degree
High School					
College or University					
Post Graduate					

12. Civilian employment (Govt Private) in chronological order:

Duty perform	Employer or name of Firm	Period Fr To	Cause of separation

13. Civil Service Examination, Board of Edn passed: (state eff date and rating.)

14. Local dialects and foreign language spoken:

- a. Local dialects
- Tagalog Ilocamo Ilongo Cebu Pangasinan Pampanga
- Speak: _____
- Write: _____
- b. Foreign language: English Spanish Chinese French German Russian
- Speak _____
- Write _____

Appendix B (continued)

15. Information about parents: Father Mother
- | | | |
|----|-----------------------|--|
| a. | Name | |
| b. | Age | |
| c. | Place of birth | |
| d. | Citizenship | |
| e. | Present address | |
| f. | Occupation/profession | |
16. Have you even been accused or convicted by any court of any crime, except minor traffic violations. _____
17. Take Armed Forces General Classification Test (AFPGCT) in the Office of the Adjutant General GHQ AFP, Camp General Emilio Aguinaldo, Quezon City or at the Office of the Adjutant General HPA, Fort Bonifacio, Rizal. (Applicant for Medical Corps (MC) not required.)
18. Supporting papers required in filing application. Attach to this application the following papers mark "X" below, in five (5) copies.
- _____ a. Full sized picture of applicant (post card size).
- _____ b. Birth or baptismal certificate. If not available, legal document in lieu thereof.
- _____ c. If professional, submit photostat copy of:
- (1) Certificate from Board of Examiner or the Supreme Court as the case may be.
- (2) Either ROTC Basic Course or ROTC Advance Course Certificate.
- (3) Proof of experience or practice of profession.
- d. If not professional, submit photostat copy of:
- (1) College diploma (original must be initially shown to processing officer).
- (2) ROTC Basic Course or ROTC Advance Course Certification.
- (3) Summer Camp Training certificate, if required.
- e. If not college graduate, submit copy of:
- (1) Transcript of records as proof of highest educational attainment to include total number of college units earned.
- (2) Basic or Advance ROTC certificate (photostat copies only).
- f. If with prior military experience, submit the following:
- (1) Statement of Military Services from the Adjutant General.
- (2) Photostat copy of discharge certification.
- (3) Guerilla Verification Slip from PVA, if guerilla personnel.

Appendix B (continued)

(4) Copy of orders, awards, decorations, and/or citations received for outstanding ability and/or exceptional service rendered in combat duty, if the commission being applied for is based on these criteria. (RA 718)

g. If for commission in the Chaplain Service, submit certificate from Ecclesiastical Superior permitting and recommending the commission.

h. Physical and medical examination reports to be conducted by an AFP physician.

i. Affidavit prescribed in paragraph 3 of basic letter.

19. Date application is accomplished:_____

I HEREBY CERTIFY to the correctness of the entries made in this application and in witness thereof, I hereunto set my signature this _____ day of _____ 19____ at _____ Philippines.

(Signature of Applicant)

SUBSCRIBED AND SWORN to before me this _____ day of _____ 19____ at _____. Affiant exhibited to me his/her Resident Certificate Nr. A _____ issued in _____ on _____ 19____.

(Administering Officer)

Appendix B (continued)

Republic of the Philippines)

City of Manila

) S.S.

ANNEX B

AFFIDAVIT

I, _____, of legal age,
single/married residing at _____
after having been sworn according to law, depose and say:

That I am not accused of any criminal offense involving moral turpitude before any civil court in the Philippines; neither have I been previously convicted of any such offense; nor am I facing charges involving misconduct before any military court or administrative body including any provincial or city fiscal;

That I do not advocate nor am I a member of any unlawful or subversive organization that advocates the overthrow of the government;

That I clearly understand that any misrepresentation or falsehood used by me in the furtherance of my application for commission/CAD/AADT shall be ground for court-martial charges or any administrative proceedings deemed appropriate by the proper authority;

FURTHER SAYETH NONE.

(AFFIANT)

SUBSCRIBED AND SWORN TO before me this _____th day of

_____ 19 _____ at _____.

Affiant exhibited to me his residence certificate No. _____

issued in _____

on _____ 19 _____.

Doc. _____

Book No. _____

Page No. _____

Series of _____

NOTARY PUBLIC

APPENDIX C
PUNONGHIMPILAN HUKBONG DAGAT NG PILIPINAS
(Headquarters Philippine Navy)
Roxas Bulebard, Maynila

PN PROCUREMENT BOARD

1. EDUCATION

- | | |
|-------|--|
| _____ | a) Biodata (5 copies) |
| _____ | b) Transcript of Records |
| _____ | c) Evaluation of his ability to speak
and write |
| _____ | d) Knowledge on current events |
| _____ | e) Knowledge on specialized fields |
| _____ | f) Military training |

2. EXPERIENCES

- | | |
|-------|------------------------------|
| _____ | a) Job (nature and duration) |
| _____ | b) Character references |
| _____ | c) Special skills |
| _____ | d) Hobbies |
| _____ | e) Military experience |

3. PERSONALITY

- | | |
|-------|----------------------------------|
| _____ | a) Military bearing and neatness |
| _____ | b) Mannerism |
| _____ | c) Habits |
| _____ | d) Moral values |

4. APTITUDE AND OTHERS

- | | |
|-------|-------------------------|
| _____ | a) Interest |
| _____ | b) Leadership |
| _____ | c) Sports and Athletics |

REMARKS _____

(Signature)

APPENDIX D

Sample Questions

Age (at time of commission):

- A. 22 or younger
- B. 23 - 25
- C. 26 - 28
- D. 29 or older

Marital status (at time of commission):

- A. Single
- B. Married
- C. Married but separated

Number of children (at time of commission):

- A. One
- B. Two
- C. Three
- D. Four or more

Which type of high school did you attend?

- A. Public - regular
- B. Public - vocational
- C. Private - nonsectarian
- D. Private - sectarian

Which of the following best describes your high school class standing in terms of average grade?

- A. Upper quarter.
- B. Next to upper quarter.
- C. Next to lower quarter.
- D. Lowest quarter.

How much education did your father or male guardian complete?

- A. Did not attend high school.
- B. Attended high school, did not graduate.
- C. High school graduate.
- D. Attended college, did not graduate.
- E. College graduate (4 years or more).

How much education did your mother or female guardian complete?

- A. Did not attend high school.
- B. Attended high school, did not graduate.
- C. High school graduate.
- D. Attended college, did not graduate.
- E. College graduate (4 years or more).

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13. ABSTRACT The Philippine Navy officer corps is composed of regular officers and reserve officers on active duty. The selection of regular officers is not under naval control but that of reserve officers is. Recruitment is done by the use press releases and posters. Applicants who meet the requirements go through a selection procedure which consists of the following steps: application form, initial interview, GCT, IQ test, board interview, physical examination, and clearances from the National Bureau of Investigation and the Naval Intelligence Division. Those who pass all the steps are commissioned in the naval reserve. Each of the steps in the procedure, including recruitment, can be improved but these improvements will not add to the validity of the procedure. The biographical inventory is the most appropriate for PN use from among current selection tools. An inventory can easily be developed for the PN. Sample questions for the inventory are presented.			

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KEY WORDS

LINK A

LINK B

LINK C

ROLE

WT

ROLE

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ROLE

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